

Business Plan for Fiscal Year 2015

For Domestic Abuse and Sexual Abuse Programs

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Iowa Attorney General's Crime Victim Assistance Division (CVAD)
Des Moines, Iowa

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Focus

The Iowa Attorney General's Crime Victim Assistance Division (CVAD) administers state and federal funds to agencies that provide direct services to Iowa's crime victims. The CVAD with assistance from the Iowa Coalition Against Domestic Violence and Iowa Coalition Against Sexual Assault is modernizing services for domestic abuse and sexual abuse victims including those seeking shelter services due to the violence. The main goals are to establish a system that is cost effective, sustainable and client-focused.

Fiscal Year 2015 Budget

The total budget for this business plan is \$12,237,341. The budget is based on two assumptions:

(1) The Legislature will appropriate the same amount of money for victim assistance grants for State Fiscal Year (SFY) 2015 as it did for SFY2014 - \$6,876,400. (2) The amount of federal dollars available to victim assistance programs will be \$5,360,941.

Projections: Victims to Be Served

State Fiscal Year 2014 (SFY2014) is the implementation of this new model of services. Domestic Abuse Comprehensive (DAC), Sexual Abuse Comprehensive (SAC) and Shelters in the first half of SFY2014 are projected to serve 12,865 victims in the first six months (half).¹ During the first half of the year, Programs were focused on hiring and training 137 new staff making up 120.835 full-time equivalent staff as well as training current staff on the new service model. These new staff are provided extensive training through the ICADV and IowaCASA Advocate Certification Programs and through the local DAC or SAC Program. All advocates will continue to receive training through their statewide coalitions on providing trauma-informed care to crime victims. Over the last six months the new and current staff were focused on learning new tools for services, providing services to crime victims and outreach to their communities.

In State Fiscal Year 2015 victim service staff should be fully trained and reaching victims in their communities instead of forcing victims to travel across several counties for services. The CVAD is projecting that in State Fiscal Year 2015, the victim service programs will serve 34,659 victims.²

Breakdown of Funds by Region & Types of Services

Table 1 below provides a breakdown of the state and federal fund projections by region and by type of service in order to maintain services to crime victims.

Table 1	Total	DAC	SAC	Shelter
Region #1 (Northwest)	\$1,472,553	\$490,851	\$490,851	\$490,851
Region #2 (North Central)	\$1,539,648	\$513,216	\$513,216	\$513,216
Region #3 (Northeast)	\$1,831,926	\$610,642	\$610,642	\$610,642
Region #4 (Southwest)	\$1,432,545	\$477,515	\$477,515	\$477,515
Region #5 (South Central)	\$1,911,525	\$637,175	\$637,175	\$637,175
Region #6 (Southeast)	\$1,754,853	\$584,951	\$584,951	\$584,951
Culturally-Specific	\$1,367,387	-	-	-
Statewide Programs*	\$926,904	-	-	-
TOTAL	\$12,237,341	\$3,314,350	\$3,314,350	\$3,314,350

*Statewide Programs include the statewide coalitions and statewide DA & SA hotlines.

DAC = Domestic Abuse Comprehensive Services and SAC = Sexual Abuse Comprehensive Services

Table 2 below provides a breakdown of the state and federal fund projections by region. Please note that the federal funds are projections based on current fiscal year funds and do not include any possible cuts to federal funds based on failure to comply with the Federal Prison Rape Elimination Act (PREA).

Table 2	State	Federal	Total
Region #1 (Northwest)	\$875,637	\$596,916	\$1,472,553
Region #2 (North Central)	\$915,537	\$624,111	\$1,539,648
Region #3 (Northeast)	\$1,089,336	\$742,590	\$1,831,926
Region #4 (Southwest)	\$851,850	\$580,695	\$1,432,545
Region #5 (South Central)	\$1,136,667	\$774,858	\$1,911,525
Region #6 (Southeast)	\$1,043,505	\$711,348	\$1,754,853
Culturally-Specific	\$371,410	\$995,977	\$1,367,387
Statewide Programs*	\$592,458	\$334,446	\$926,904
TOTAL	\$6,876,400	\$5,360,941	\$12,237,341

*Statewide Programs include the statewide coalitions and statewide DA & SA hotlines.

Description of Types of Services

DA shelters are resource intensive, requiring the funds and staff to operate a 24/7 facility. When federal and state funds decrease or remain stable but operating expenses continue to increase, DA and SA Programs have to make the decision of responding only, or at least primarily, to victims who have sought services, which are often times either shelter-based victims or victims requesting emergency services at hospital and law enforcement agencies. This does not allow DA and SA programs the freedom or flexibility to meet the victims who present in other settings, nor to train and support those allied professionals who work with victims in other venues. There is no single answer to protect victims of domestic abuse which is why it is crucial that we provide survivor driven services. Shelter is one option that is necessary to serve a portion of our victims, however, because shelter is not the answer for all victims we must offer need based or strength-based services.

A comprehensive list of services is outlined in the next few pages. The new service model changes the distribution of funds to ensure that services to all crime victims will be equitably distributed across the state based on the available funding.

The CVAD Director and VSS Administrator sought feedback from the DA and SA Directors across the state to assist in determining core services. The outline of the three types of services (Shelter Services, Domestic Abuse Comprehensive Services, and Sexual Abuse Comprehensive Services) are on the next few pages.

Emergency Shelter Services

Below is a bulleted outline of the services to be provided.

- 24-Hour Emergency Shelter for Crime Victims (DA, SA, etc.)
 - Includes assistance with food, clothing & medical needs
- Assessing the Needs of Victims at the Emergency Shelter facility
- Advocacy to victims at Emergency Shelter facility (court/legal, housing, economic, medical, housing, personal or general advocacy, etc.) based on each victims' needs.
- Case Management for Emergency Shelter Services for shelter-based clients and clients assisted by shelter-based program including victims sheltered at hotels/motels, safe homes, etc.
- Counseling: By Staff or through Collaborative Partnerships
- Community Education
- Information & Referral
- Programming Specific to Children at Shelter
- Support Group for Shelter Residents
- Transportation of clients
- Volunteer Program

Each Emergency Shelter Services Program will include a line item in their budget for emergency sheltering costs such as transportation, rent, paying for hotels and motels or costs associated with victim relocation.

This plan advocates a shift from shelter-based services toward a focus on rapid re-housing into safe, permanent, affordable, housing therefore requiring programs to engage in systems change advocacy related to housing in their communities.

Domestic Abuse Comprehensive (DAC) Services

Below is a bulleted outline of the services to be provided.

- 24-Hour Regional Crisis Line for Domestic Abuse Victims
- Assessing the Needs of the Victims
- Advocacy to victims (court/legal, housing, economic, medical, housing, personal or general advocacy, etc.) based on each individuals needs
- Case Management for Victims
 - Strengthen Collaborations with Local Agencies
- Community Education
- Crisis Intervention (24-hour response, contact through regional crisis lines) includes emergency response to hospitals and law enforcement to assist a domestic abuse victim.
- Emergency and long-term Advocacy (court/legal, housing, economic, medical, personal or general advocacy, etc.) based on each victim's needs.
- Information & Referral
- Programming/services available for non-abusive support systems of survivors.

- Programming for the Children (witnesses)
- Systems Change/Advocacy
- Scheduled outreach & services at set locations (satellite offices) and providing mobile advocacy throughout service area
- Training and support for allied professionals
- Transportation for clients
- Trauma-specific/informed counseling strategies (individual & group)
 - Including alternative/holistic methods of healing from trauma
 - Conducted by DA Program staff and through community collaborative partners with mental health and substance abuse programs/counselors
- Volunteer Program

Sexual Abuse Comprehensive (SAC) Services

Below is a bulleted outline of the services to be provided.

- 24-Hour Regional Crisis Line for Sexual Abuse Victims
- Assessing the Needs of the Victims
- Case Management for Victims
 - Strengthen Collaborations with Local Agencies
- Community Education
- Crisis Intervention (24-hour response, contact through regional crisis lines) includes emergency response to hospitals and law enforcement to assist a sexual abuse victim.
- Emergency and long-term Advocacy (court/legal, housing, economic, medical, personal or general advocacy, etc.) based on each victim's needs
- Programming for all sexual abuse/assault victims: adult sexual assault victims, teen sexual assault victims, adults molested as children, incest survivors, and child sexual abuse victims
- Outreach and Programming/Services available for friends, family and people who support SA victim
- Systems Change/Advocacy
- Scheduled outreach & services at set locations (satellite offices) and providing mobile advocacy throughout service area
- Transportation for clients
- Training and support for allied professionals
- Trauma-specific/informed counseling strategies (individual & group)
 - Including alternative/holistic methods of healing from trauma
 - Conducted by SA Program staff and through community collaborative partners with mental health and substance abuse programs/counselors
- Volunteer Program

Award Process or Funding Cycle

The Award Process or Funding Cycle for State Fiscal Year 2015 began in November 2013 ending June 2014 with the funding contract beginning July 1, 2014. Below is a table outlining the Application/Funding Cycle as determined by the Division and voted on by the Crime Victim Assistance (CVA) Board. The CVA Board provides oversight of the programs administered in the Division. Contracts are subject to the availability of the funds.

Each funding applicant competes for funding by writing an application based on the amount of funds available. All funds specific to victim service agencies are distributed utilizing a formula that was voted on by DA Directors, SA Director, Culturally-Specific Directors, ICADV and IowaCASA in order to equitably distribute the VSS funds across Iowa.

Application/Funding Cycle for State Fiscal Year 2015	
Due Date	Description
November 19, 2013	<i>Funding Application Workshop</i> held in Des Moines, Iowa. <i>Request for Proposals/Funding Application Instructions</i> were made available to potential applicants.
December 10, 2013	<i>Letters of Intent Due:</i> All agencies or programs seeking VSS funding for Fiscal Year 2015 for victim services are required to submit a letter of intent to the Crime Victim Assistance Division.
January 28, 2014	<i>Applications due</i> by 4:30 pm in the Crime Victim Assistance Division Office.
March 11 & 12, 2014	Application Review Committee and VSS staff reviews applications for funding.
March 28, 2014	Crime Victim Assistance Board votes on award amounts recommended by the Application Review Committee, VSS staff and CVAD Director.
April 11, 2014	Denial and award letters are mailed to funding applicants.
April 25, 2014	Appeals or Requests for Reconsideration are due by 4:30 pm on May 23, 2013 in the Crime Victim Assistance Division.
June 6, 2014	Crime Victim Assistance Board will hear appeals or requests for reconsideration for funding applicants.
June 20, 2014 (approximate date)	Contracts are issued to all funded applicants.

Funding Application

The administrative rules outline at a minimum what is to be requested in an application. Each applicant completes a funding application for the type of service and service area for which they are applying for funds. The application for State Fiscal Year 2015 included the following at a minimum:

- description of the funds being requested by budget line items,
- budget request table,
- complete program budget showing amount and other sources of funding,
- program staff list including salary, number of hours worked in a week, professional victim service experience in year,
- summary of benefits offered to advocates,
- summary of their financial outlook of the program such as audit findings if any, fundraising, donations and contributions,
- grievance and discrimination information,
- service area map completed with a list of outreach offices,
- description of their agency, board and volunteer programming,
- projected statistics of number of victims to be served,
- description of projected service area,
- plan outlining services to be provided,
- how they will respond to victims seeking emergency services at law enforcement and medical agencies,
- summary of key collaborative partners,
- funding justification,
- list of their board members,
- table of organization,
- list of any contracts or subcontracts not on file with CVAD,
- list of any job descriptions not on file with CVAD,
- letters of support and memorandums of understanding with key stakeholders in their communities, and
- signed certified assurances outlining federal and state compliance requirements.

Application Review Committee (ARC)

Per Iowa Administrative Rules, CVAD will establish a grant review committee or Application Review Committee (ARC) comprised of representatives from the crime victim assistance board and experts in the fields of victim services, grant administration and management, and criminal justice. CVAD designated staff will also conduct an internal review of the applications. Designated CVAD staff review the applications which includes the CVAD Director, VSS Administrator, VSS staff and the Division Accountant who is also a Certified Public Accountant.

The CVAD has professionals from around the state that participate in the External ARC and an Internal ARC. The External ARC Reviewers read, score, making funding recommendations and complete comment sheets on their designated applications. The Internal ARC Reviewers read, score, make funding recommendations, completed comment sheets and participate in an ARC meeting to discuss each application. Each ARC member submit a Conflict of Interest form with the CVAD. If the ARC member/reviewer has a conflict, then they are removed from reviewing, scoring or commenting on the funding application.

The ARC will make recommendations for awards to the CVAD Director. The CVAD Director shall submit to the CVA Board the recommendations of the committee and any alternative recommendations by the VSS staff. CVA Board makes the final decision on the funding awards. Award and/or denial letters are sent to applicants.

Appeal Process or Request for Reconsideration

The Award and/or denial letters that are sent to applicants explain the appeal process. Appeals are heard by the CVA Board that makes the final contract decisions. In the event that an original award decision is overturned, adjustments are made across the board unless there are other funds available. Contracts are issued for a contract period of a year.

Monitoring and Oversight of Funds

Each applicant that is funded or a “funded program” is monitored both programmatically and fiscally. Each funded program has a designated CVAD staff person assigned as their primary contact. The CVAD primary contact reviews their designated programs’ applications, budgets, budget revisions, claims for reimbursement, audit summary, performance reports and contracts as well as conducts onsite monitoring and/or desk monitoring audits. In addition, CVAD has a Certified Public Accountant on staff that reviews all budgets, budget revisions, claims for reimbursement, audit and the financial part of each application.

Site Monitoring Visits

Site Monitoring (SM) visits conducted a minimum of once every three years by the primary VSS staff person. For funded programs receiving \$25,000 or less in CVAD funds, a desk review is conducted once every three years with a SM visit conducted once every 6 years. All of our victim service programs receives over \$25,000 in CVAD funds.

The elements included in a SM visit are outlined below:

- Funded programs submit a completed pre-site monitoring survey to their CVAD primary contact prior to the SM visit. CVAD Accountant and CVAD primary contact discuss any concerns or additional items for review at the SM visit.
- CVAD staff reviews funded programs files and policies related to the programming and funds, interviews key staff members, conducts discussion of the program’s organizational structure, policies, programming, collaborations, challenges and success; reviews progress measures and timelines, reviews fiscal documentation, and checks compliance with federal and state assurances and standards. The CVAD staff discusses best practices with the funded program in an effort to improve services to crime victims.
- CVAD staff prepares a Site Monitoring (SM) Report based on the SM Visit. The SM Report includes recommendations and requirements with a required timeline for a response and compliance. The SM Report is forwarded to key personnel such as the Executive Director and Board Chair of a non-profit organization.

Technical Assistance Visits

Technical Assistance (TA) visits and meetings are conducted as needed when there are questions, concerns or clarification needed around programming, policies and fiscal matters. TA meetings are arranged at the request of the program, or when the need is identified by CVAD staff or a community member or organization. The program also conducts conference calls with a focus on a specific issue as needed. CVAD staff also provide technical assistance to funded programs throughout the year via email, phone, or in-person meetings. On average, CVAD staff has 701 technical assistance contacts with programs on a monthly basis.

In addition, the ICADV and IowaCASA designated a staff person to each funded victim service program to assist them in transitioning to the new service model as well as provide technical assistance. The ICADV & IowaCASA staff, designated CVAD staff providing oversight to the programs, VSS Administrator and CVAD Director meet monthly to discuss any concerns and brainstorm possible solutions.

Desk Review (Performance Reports, Fiscal Forms and Audits):

The CVAD staff conducts two types of desk review: (1) Formal Desk Review, and (2) Ongoing/Daily Desk Review.

The Formal Desk Review is conducted when a SM visit cannot occur, but a more formal review is needed. CVAD staff gathers and reviews the program's program file, fiscal files and information. CVAD staff outlines any concerns, red flags or accomplishments. CVAD staff then contacts the funded program and conducts a question and answer session via conference call. CVAD staff writes a report outlining any recommendations or requirements. The report is then provided to the key personnel of the funded program.

Ongoing Desk Review is conducted daily, weekly, quarterly or bi-annually. Examples of ongoing desk review are the reviewing of performance reports, fiscal claims for reimbursement, budget, budget revision requests, and audits.

- *Performance Reports:* Funded Programs are required to submit two bi-annual performance reports and any other reports as required by their federal funds. The primary contact on CVAD staff reviews their designated funded programs' Performance Reports and conducts any necessary follow-up. Another CVAD staff member quality checks the report in addition to the primary review by the primary contact. This assures that nothing is overlooked or missed.
- *Fiscal Information:* Funded programs are required to submit an annual budget, monthly or quarterly claims for reimbursement, and audits as required by federal and state regulations.
 - *Budgets* are reviewed by the CVAD Accountant and the funded program's primary CVAD contact. The CVAD Accountant conducts any follow-up necessary on the financial information provided. The primary CVAD contact reviews the budget for compliance with programming requirements and their application. CVAD staff enters the budget into the database system for tracking purposes.
 - *Budget Revision Requests* are submitted if a program would like to move more than 10% of their awarded amount for that specific fund from one line item category to another. All *Budget*

Revision Requests are reviewed by the program's primary CVAD staff contact and the CVAD Accountant. Either can conduct follow-up as needed.

- *Claims for Reimbursement* are submitted by funded programs in order to receive reimbursement on their award/funds and they must submit either monthly or quarterly claims for reimbursement. Each claim is reviewed by a CVAD staff and the CVAD Accountant for necessary documentation, allowable costs, and funding requirements. Each program must provide documentation that the expense has been incurred.
- *Audits* are submitted by the programs and reviewed by the CVAD Accountant, who is also a Certified Public Accountant. Funded programs submit their audits based on federal and state audit requirements. The CVAD Accountant conducts any necessary follow-up and provides a summary for the funded program's audit to their primary contact on CVAD staff.

The CVAD staff conducts annual orientation to funded programs both new and continuously funded programs. Orientation takes place in person and through webinars. Annual orientation provides an opportunity for programs to receive more information and ask questions regarding funding requirements, certified assurance, financial forms, performance reports, performance expectations, etc.

CVAD is subjected to an annual audit by the State Auditor's office, where reimbursements to programs, appropriate documentation and other associated paperwork is reviewed for errors. CVAD is also audited every three years at a minimum by the Federal Department of Justice.

Needs Assessment

Statistics state that 1 in 4 women are a victim of domestic violence in their lifetime³, 1 out of 4 girls and 1 out of 6 boys will experience some form of sexual assault before the age of 18.⁴

What does that mean for Iowans? When we access those figures to the Iowa demographics from the U.S. Census Bureau website based on 2013 estimates of number of Iowans (3,090,416⁶), it means 259,595 Iowa women will be a victim of domestic violence in their lifetime. It also means 88,965 Iowa girls and 61,731 Iowa boys will be a victim of sexual abuse before they reach 18 years of age. These are startling statistics. The new service model was an approach to trying to serve as many victims as possible by providing trauma-informed services in a cost effective approach.

We also know the costs of intimate partner violence (domestic abuse), exceeds \$5.8 billion annually in the United States; of which \$4.1 billion consists of direct medical and mental health services.⁵ It begs the question, how many Iowans are victims who do not receive services due to lack of adequate resources, manpower, accessibility, or other known barriers? What is the unmet need for victim services in Iowa? The Iowa Attorney General is committed to having a needs assessment conducted over SFY2015 & SFY2016, to assist in quantifying, through evidence-based research, the unmet needs, service gaps and potential costs to meet those needs here in Iowa. The goal of this needs assessment will be to provide the Attorney General's Crime Victim Assistance Division and Legislators with reliable information to assist in determining the future funding level and services.

Appendix A: Explanation of Projections & Cites of Statistics

^{1 & 2} Projection based on the annual program performance report, applications and statistics collected by the CVAD.

³ Tjaden, Patricia & Thoennes, Nancy. National Institute of Justice and the Centers of Disease Control and Prevention, “Extent, Nature and Consequences of Intimate Partner Violence: Findings from the National Violence Against Women Survey,” (2000).

⁴ Centers for Disease Control and Prevention. (2005). *Adverse Childhood Experiences Study: Data and Statistics*. Atlanta, GA: Centers for Disease Control and Prevention, National Center for Injury Prevention and Control. Retrieved January 12, 2009 from: <http://www.cdc.gov/nccdphp/ace/prevalence.htm>.

⁵ *Costs of Intimate Partner Violence Against Women in the United States*. 2003. Centers for Disease Control and Prevention, National Centers for Injury Prevention and Control. Atlanta, GA.

⁶ U.S. Census Bureau Quick Facts at <http://quickfacts.census.gov/qfd/states/19000.html> and *Age and Sex Composition: 2010* issues in May 2011 at the U.S. Census website located at <http://www.census.gov/prod/cen2010/briefs/c2010br-03.pdf>. Please note that number of females and males under 18 was extrapolated based on national percentages.